

***SUMMARY OF QUALIFICATIONS***

Ms. Anderson has more than 13 years of management consulting experience in the public utilities industry in the areas of management auditing, regulatory compliance, organization and management, affiliate relationships, marketing and customer service, economic feasibility studies and litigation support. She also has extensive experience in computer simulation modeling, forecasting, and cost-benefit analysis. She has had lead consultant and assistant project manager responsibility in several regulatory compliance audits for public utility commissions. She served as lead consultant in the review of one-time merger costs in BWG's SBC/Ameritech investigation performed in 2000, and also developed systems for use by the Illinois Commerce Commission staff in the analysis of SBC/Ameritech merger related costs and savings. In addition, Ms. Anderson participated in the review of the customer service functions of Pacific Bell Telephone Company for the California Public Utilities Commission.

Prior to joining BWG in 1991, Ms. Anderson was an independent consultant for one and a half years and a research associate with Theodore Barry & Associates for two years. Ms. Anderson has an A.B. in mathematics and economics from the University of Chicago and has also attended the University of Chicago's Graduate School of Business, specializing in economics.

***REPRESENTATIVE EXPERIENCE******Regulatory Compliance and Financial Audits***

- Lead Consultant for BWG's SBC/Ameritech Merger Investigation performed for the Illinois Commerce Commission. Directed the audit of one-time merger costs and savings. Developed systems for use by the Illinois Commerce Commission staff in the on-going analysis of SBC/Ameritech merger related costs and savings. (2001)
- In response to the California electricity crisis, member of the BWG audit team engaged by the California Public Utilities Commission to perform an assessment of the financial condition of Pacific Gas and Electric Company. (Current)
- Lead Consultant for the audit of PX Hourly Prices of Southern California Edison Company for the California Public Utilities Commission. The assignment requires verification of all hourly prices for the months of April 1998 December 2000. (Current)
- Managed BWG's detailed review of Southern California Edison Company's transition cost balancing account balances and headroom revenues as part of a Commission-ordered audit of the major California investor-owned utilities. The purpose of the audit is to verify the companies' compliance with orders of the Commission, test stranded costs claimed by the companies for recovery, and determine that revenues are being properly applied against the recovery of stranded costs. (1998)
- Assistant Project Manager for the financial verification audit of the transition costs associated with Pacific Gas & Electric's Diablo Nuclear Power Plant for the CPUC. Determined the regulatory framework for the accounting for and recovery of Diablo Canyon costs. (1998)
- Managed the audit of Atlantic City Electric Company's Restructuring Filing prepared in connection with the restructuring of the electric utility industry in New Jersey for the New Jersey Board of Board of Public Utilities, and reviewed stranded costs associated with future power Plant operation and NUG contracts. In the audit of Atlantic City Electric's Restructuring Filing, assessed the Company's plans in the areas of customer choice, metering and billing, and information systems, and managed

the work of others performing assessments of market power, basic generation service, and system reliability. (1998)

- Managed BWG's review of San Diego Gas & Electric's (SDG&E's) electric industry restructuring transition costs as part of a Commission-ordered audit of stranded costs of the three major California investor-owned utilities. Performed an agreed-upon procedures review of SDG&E's non-recorded sunk costs and estimated future costs resulting from existing obligations. Assessed transition costs associated with future plant additions, depreciation reserves, construction work in progress, decommissioning, inter-utility contracts, fuel contracts and regulatory assets. Verified each utility's compliance with regulatory requirements. (1996-1997)
- Reviewed the reasonableness of Pacific Gas and Electric Company's management of the construction of the \$850 million Pipeline Expansion Project for the CPUC. Lead consultant for the review of environmental mitigation activities and the development of the fixed-price contract between the owner and the project manager. Quantified the excess costs incurred as a result of mismanagement. Managed a benchmark analysis comparing the cost of construction of major gas pipelines. Managed the preparation of rebuttal testimony and provided written and oral expert testimony. (1996)
- Reviewed Customer Service activities of Pacific Bell Telephone Company in an audit for the California Public Utilities Commission. A major issue in this review was to determine to what extent, if any, Pac Bell's 11 million residential and small commercial customers might be affected by increasing competition in the telecommunications industry in California. (1995)
- Reviewed the reasonableness of costs and the appropriateness of their accounting treatment as part of a financial review of the Demand-Side Management program of Pacific Gas and Electric Company (PG&E) for the California Public Utilities Commission. Reviewed program management, program controls, and program costs for the residential programs. (1994)
- Reviewed generation RD&D projects in the evaluation of Southern California Edison's Research, Demonstration and Development (RD&D) program for the period 1988-1992 for the California Public Utilities Commission. Performed detailed project reviews to assess accounting classification compliance and compliance with FERC/CPUC definitional requirements and guidelines regarding RD&D projects. (1993)
- Assessed customer services, demand-side management and marketing in the management audit of New Jersey Natural Gas Company performed for the New Jersey BRC. (1992)

### ***Other Consulting Experience***

- Reviewed the 1996 economic viability study performed by Connecticut Yankee which resulted in the permanent and premature shutdown of its nuclear power plant at Haddam Neck, CT. Quantified the lost savings to ratepayers resulting from the shutdown decision. (1997)
- Managed a benchmark analysis of oil pipeline operations and maintenance costs for use in a litigated proceeding involving the pipeline's compliance with electrical regulations. Analysis confirmed that preventive maintenance expenditures had not been deferred, and failure to comply with electrical code did not result in lesser maintenance costs. (1997)
- Provided litigation support for Long Island Lighting in a claim regarding the construction of a nuclear plant. Analyzed project documentation to assess mismanagement claims and prepared quantification of damages attributable to the architect-engineer and construction manager. (1993)

### ***WORK EXPERIENCE***

- Director, Barrington-Wellesley Group, Inc. (1991 - present)

- Independent Consultant. (1989-1991)
- Research Associate, Theodore Barry & Associates. (1987 - 1989)
- Research Assistant, University of Chicago. (1984 - 1987)